



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Administration

Eric S. Stuckey, City Administrator

#### Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
<b>Personnel</b>	477,805	483,568	509,226	516,322	522,062	12,836	2.5%
<b>Operations</b>	-31,823	-9,767	31,953	36,213	41,166	9,213	28.8%
<b>Capital</b>	0	0	0	0	0	-	0.0%
<b>Total</b>	<b>445,982</b>	<b>473,801</b>	<b>541,179</b>	<b>552,535</b>	<b>563,228</b>	<b>22,049</b>	<b>4.1%</b>

#### Departmental Summary

The Administration Office handles the general administration of the City and executes the policies and objectives of the Board of Mayor and Aldermen.

The Board of Mayor and Aldermen’s meeting agendas are currently available on the City’s website. Recently, the Board implemented the agenda software management program, Granicus. This web based program replaced the paper agenda packets and provides for a centralized electronic creation approach to compiling the agenda. Board members, staff, and citizens are now able to access agendas and supporting documents through the software’s online interaction application. Agendas remain on the City’s website after the meeting, and the video clip is linked to the respective item on the agenda. This continues us to meet our goal to eliminate paper agenda packets. This year again, we will produce only approximately 15 printed copies of the budget book and will also have it available for viewing on the City’s website.

The offices of the Mayor and Administration (along with Communications and Law) will be renovated in FY 2016 and begin to be utilized in FY 2017. We believe this will be an improvement for citizens and staff alike.

The Administration Department continues to codify the Municipal Code on the City’s website. It is updated on a constant basis thru MuniCode, our contracted codifier of the code. Besides the value of making this information available to citizens 24/7, it is current and also minimizes the use and cost of paper products.

In accordance with the City’s Records Retention Policy, the Administration Department continues to purge and destroy those files, records, and documents exceeding the recommended retention period. In the spring of each year the Administration Department hosts a “shred day” for all departments. We have now expanded the program to the fall of each year as well. In the fall of 2015, 225 boxes of expired records were destroyed. This continuing practice has eliminated a number of file cabinets, thereby saving the department valuable storage area space.

The Administration Department is in the process of moving historical records books (Board and Committee minutes, Ordinances and Resolutions) to fireproof cabinets at the Five Points building storage area. This will bring us into compliance with records storage practices as well as free up valuable office space in the Administration Department.



# City of Franklin, Tennessee

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### Administration

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#### FY 2017 Outlook

The Administration Department will continue to process the Board's agendas using the Granicus software system, monitoring for efficiency and supporting users of the system.

The preservation of historical records will also continue. The City maintains historical record books dating back to the mid 1800's. Staff is researching a more secure, safekeeping retention method such as professional scanning and storage of these records.

### Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **FranklinForward : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.



#### FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

##### Theme: An Effective and Fiscally Sound City Government Providing High Quality Service



The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.

Franklin will develop a quality level of service expectation for its citizens.

Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.

Baseline: Data to be collected in next community survey.

##### Theme: Quality Life Experiences



Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.

Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.

Goal: To have 90% or better of citizens who consider Franklin's quality of life to be excellent/good.

Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)



# City of Franklin, Tennessee

## FY 2016 Operating Budget

### Performance Measures

#### Theme: Quality Life Experiences



Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin

Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.

Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To improve ranking as one of the 100 Best Places to live in the United States.

Baseline: Ranked of 52 (CNN Money Magazine, 2012).

Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.

Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)

Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.

Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)

#### Theme: Sustainable Growth & Economic Prosperity



Franklin will strategically manage its growth and the value of its assets.

Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.

Baseline: Citizen Perception reported through community survey.

<b>Key:</b>	<b>Strategic Plan: FranklinForward</b>	
	<b>Sustainable Franklin</b>	
	<b>Tennessee Municipal Benchmarking Project</b>	

#### Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Number of Agenda Packets reviewed	33	30	44	40	40
Number of Sets of Minutes Produced	66	61	88	80	80
Number of documents scanned into OnBase:					
Resolutions					
Current	46	58	111	100	100
Proofing Prior Year Scans	1	0	0	0	0
Ordinances					
Current	37	31	36	30	30
Proofing Prior Year Scans	1	0	0	0	0



# City of Franklin, Tennessee

## FY 2016 Operating Budget





### Performance Measures

Sets of Minutes						
Current	65	58	55	60	60	
Proofing Prior Year Scans	1	0	0	0	0	

### Efficiency Measures

	2013	2014	2015	2016*	2017*
Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.					
Percentage of time target met	85%	85%	90%	90%	90%

### Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*	
Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.						
Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.						
Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good.						
	Overall quality of life to be excellent/good^	94%	94%	94%	TBD	TBD
	<b>Target</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>
^Survey dated & needs to be updated						
Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.						
Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin						
Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.						
Baseline: Complete Housing Analysis and establish goals based on data from the analysis.						
	<b>Target</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	<b>Meets Target?</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
Improve ranking as one of the 100 Best Places to live in the United States.						
	Franklin Ranking	52	42	42	TBD	TBD
	<b>Target (Baseline 60 in 2010, Money Magazine)</b>	<b>52</b>	<b>52</b>	<b>42</b>	<b>42</b>	<b>43</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>Yes</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>
Improve ranking as one of the top business-friendly cities in Tennessee.						
	Franklin Ranking	2	3	2	TBD	TBD
	<b>Target (Baseline from Beacon Center of Tennessee)</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>3</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>No</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>



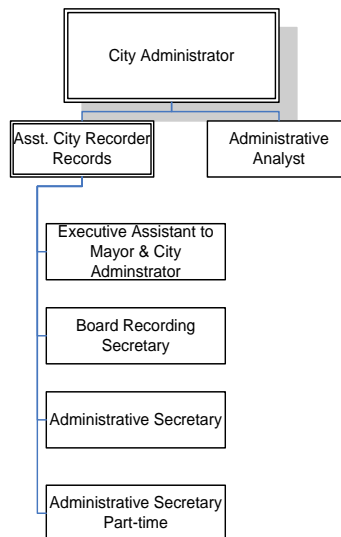
# City of Franklin, Tennessee

## FY 2016 Operating Budget

### Performance Measures

	Achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.					
	Franklin Designation	No	No	No	TBD	TBD
	<b>Target</b> (Baseline from: <a href="http://the-aarc.org">http://the-aarc.org</a> )	Yes	Yes	Yes	Yes	Yes
	<b>Meets Target?</b>	No	No	No	TBD	TBD
	Franklin will strategically manage its growth and the value of its assets.					
	80% or better of citizens reporting satisfaction with the managed growth of the					
	Franklin Baseline: Citizen Perception reported through community survey; survey to be developed.					
	<b>Target</b>	80%	80%	80%	TBD	TBD
<b>Meets Target?</b>	TBD	TBD	TBD	TBD	TBD	

### Organizational Chart



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

### Staffing by Position

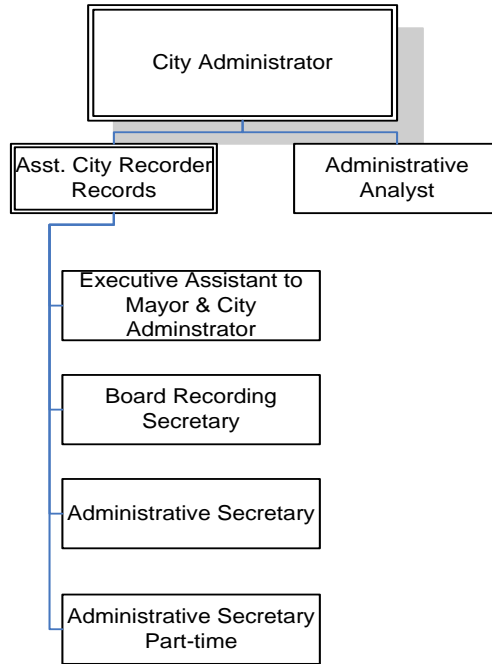
Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	Grade P	1	0	1	0	1	0	1	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	1	1	1	1	1	1	1	1	1
Administrative Analyst(Intern)*	---	0	0	1	0	1	0	1	0	1	0
<b>TOTALS</b>		<b>5</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>

\*Note: Administrative Analyst (Intern) funded only for six months.



**City of Franklin, Tennessee**  
**FY 2017 Operating Budget**

**Organizational Chart**



Note: For detailed counts and authorized positions, please see table below entitled "Staffing by Position"

**Staffing by Position**

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	Grade P	1	0	1	0	1	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	1	1	1	1	1	1	1
Administrative Analyst(Intern)*	---	0	0	1	0	1	0	1	0
<b>TOTALS</b>		<b>5</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>1</b>



# City of Franklin, Tennessee

## FY 2017 Operating Budget

### Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	358,549	371,478	380,876	386,047	375,875	(5,001)	-1.3%
Employee Benefits	119,256	112,090	128,350	130,275	146,188	17,838	13.9%
<b>Total Personnel</b>	<b>477,805</b>	<b>483,568</b>	<b>509,226</b>	<b>516,322</b>	<b>522,062</b>	<b>12,836</b>	<b>2.5%</b>
<b>Operations</b>							
Transportation Services	1,008	536	887	887	940	53	6.0%
Operating Services	8,644	5,975	20,900	20,900	21,000	100	0.5%
Notices, Subscriptions, etc.	10,841	12,025	7,190	6,610	7,270	80	1.1%
Utilities	11,112	10,840	11,032	11,507	11,985	953	8.6%
Contractual Services	18,380	-	11,275	11,275	11,410	135	1.2%
Repair & Maintenance Services	6,133	5,285	4,560	4,560	5,680	1,120	24.6%
Employee programs	16,201	9,190	32,000	32,000	32,800	800	2.5%
Professional Development/Travel	6,054	9,158	18,720	18,745	17,940	(780)	-4.2%
Office Supplies	13,473	13,618	15,160	15,160	15,360	200	1.3%
Operating Supplies	940	675	2,725	2,725	2,770	45	1.7%
Fuel & Mileage	77	59	225	4,100	4,200	3,975	1766.7%
Machinery & Equipment (<\$25,000)	2,480	44,105	26,800	26,800	31,300	4,500	16.8%
Repair & Maintenance Supplies	110	1,949	1,175	1,175	1,200	25	2.1%
Property & Liability Costs	6,275	6,709	6,735	7,200	7,558	823	12.2%
Permits	-	-	4,850	4,850	4,900	50	1.0%
Other Business Expenses	-	45	-	-	-	-	0.0%
Debt Service	-	-	7,706	7,706	7,640	(66)	-0.9%
Interfund Reimbursements	(133,551)	(129,936)	(139,987)	(139,987)	(142,787)	(2,800)	2.0%
<b>Total Operations</b>	<b>(31,823)</b>	<b>(9,767)</b>	<b>31,953</b>	<b>36,213</b>	<b>41,166</b>	<b>9,213</b>	<b>28.8%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Total Administration</b>	<b>445,982</b>	<b>473,801</b>	<b>541,179</b>	<b>552,535</b>	<b>563,228</b>	<b>22,049</b>	<b>4.1%</b>

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/1/2016	E sid 2016	Base 2017	Forecast 2018	Forecast 2019
	<b>Personnel</b>								
= 81210	MAYOR & ALDERMEN	104,087	129,160	129,267	96,847	129,267	129,267	129,267	129,267
= XOFF	TOTAL OFFICIALS FEES	104,087	129,160	129,267	96,847	129,267	129,267	129,267	129,267
= 81410	FICA (EMPLOYER'S SHARE)	6,513	8,038	9,889	5,946	9,889	9,889	9,889	9,889
= 81420	MEDICAL PREMIUMS	102,617	115,964	112,875	65,295	130,590	146,849	161,534	177,687
= 81430	GROUP INSURANCE PREMIUMS	5,696	5,793	6,359	2,967	6,359	6,483	6,807	7,147
= 81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(22,035)	(27,623)	(25,498)	(21,780)	(25,498)	(32,578)	(35,836)	(37,628)
= 81470	WORKERS COMPENSATION PREMIUMS		13	14	15	15	15	15	15
= XBN	TOTAL BENEFITS	92,791	102,185	103,640	52,443	121,355	130,658	142,409	157,110
= XPER	TOTAL PERSONNEL	196,878	231,345	232,907	149,290	250,622	259,925	271,676	286,377
	<b>Operations</b>								
82110	MAILING & OUTBOUND SHIPPING SERVICES		18	200	18	200	200	200	200
= XTRC	TOTAL TRANSPORTATION CHARGES		18	200	18	200	200	200	200
82210	PRINTING & COPYING SERVICES, OUTSOURCED			600		600	620	630	640
= XOPSV	TOTAL OPERATING SERVICES			600		600	620	630	640
82310	LEGAL NOTICES	17,247	17,120	17,850	21,895	24,850	18,207	25,000	25,000
82320	CITY ELECTIONS	39,173		42,000	43,342	43,342		46,000	
82340	LEADERSHIP RETREATS			8,000		8,000	8,000	8,200	8,400
82350	DUES FOR MEMBERSHIPS	700	2,275	1,000	350	1,000	1,000	1,000	1,000
82360	PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)	4,605	673	700	663	700	800	900	1,000
82390	PUBLICATIONS, NON-TRAINING	145		250		250	250	275	300
= XNSP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	61,870	20,068	69,800	66,250	78,142	28,257	81,375	35,700
82455	CELLULAR TELEPHONE SERVICE	1,503	1,354	1,628	1,016	1,628	1,709	1,750	1,775
= XUTIL	TOTAL UTILITIES	1,503	1,354	1,628	1,016	1,628	1,709	1,750	1,775
+ 82500	CONSULTANT SERVICES	2,925		5,000		5,000	5,000	5,000	5,000
82500	OTHER CONTRACTUAL SERVICES	3,094							
= XCS	TOTAL CONTRACTUAL SERVICES	6,019		5,000		5,000	5,000	5,000	5,000
+ 82870	REGISTRATIONS	1,325	7,817	11,600	300	13,500	13,600	14,100	14,100
+ 82880	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	1,252	672	1,310	74	1,310	1,320	1,340	1,350
82880	AIR TRAVEL	679	379	1,800		1,800	1,850	1,900	1,950
+ 82890	LODGING	2,565	380	2,200		2,200	2,250	2,300	2,400
82890	MEALS (OUTSIDE WILLIAMSON COUNTY)		11	1,000	30	1,000	1,100	1,000	1,000
82890	OTHER TRAVEL EXPENSES			100		100	200	225	250
= XPD	TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	5,821	9,259	18,010	404	19,910	20,320	20,865	21,050
83110	OFFICE SUPPLIES	516	1,088	520	579	520	550	575	600
83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)		157	600	600	600	650	675	700



Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/1/2016	E sid 2016	Base 2017	Forecast 2018	Forecast 2019
83130	EMPLOYEE BENEVOLENCE ITEMS			200		200	300	300	300
83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	8,138	7,623	6,000	4,218	6,000	6,500	6,700	6,900
=	XOFS TOTAL OFFICE SUPPLIES	8,654	8,868	7,320	4,797	7,320	8,000	8,250	8,500
+ 83260	UNIFORMS PURCHASED			500		500	550	600	650
=	XOPS TOTAL OPERATING SUPPLIES			500		500	550	600	650
83320	MILEAGE (INSIDE WILLIAMSON COUNTY)		287	250	1,039	1,200	1,200	1,200	1,200
=	XFUUEL TOTAL FUEL & MILEAGE		287	250	1,039	1,200	1,200	1,200	1,200
83510	FURNITURE, FIXTURES (<\$25,000)			520		520	540	560	580
+ 83540	COMPUTER HARDWARE (<\$25,000)	16,349		1,000		1,000	1,000	19,000	1,000
=	XMEU TOTAL MACHINERY & EQUIPMENT (<\$25,000)	16,349		1,520		1,520	1,540	19,560	1,580
85110	PROPERTY INSURANCE				37	37	39	41	43
85111	FRAUD INSURANCE								
85112	INLAND MARINE INSURANCE	14	30	34					
85113	AUTO PHYSICAL DAMAGE								
85115	LIABILITY INSURANCE	244	530	546	770	770	809	849	891
85116	E&O LIABILITY INSURANCE	144	229						
85119	UMBRELLA LIABILITY			178	183	183	192	202	212
=	XPLC TOTAL PROPERTY & LIABILITY COSTS	402	789	758	990	990	1,040	1,092	1,146
=	XQP TOTAL OPERATIONS	100,618	40,643	105,586	74,514	117,010	68,436	140,522	77,441
	Capital								
=	XTOT TOTAL EXPENDITURES	297,496	271,988	338,493	223,804	367,632	328,361	412,198	363,818